Promoting and Protecting Child Rights in a Changing World

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Acknowledgements

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Front cover photo: © Plan
Margaret Ampomah, 16, speaks to villagers about the importance of girls education in Adwenso, Ghana.

Back cover photo: © Plan / Finbarr O’Reilly
Teacher helping a boy point to words on a blackboard for the 30th celebrations in Burkina Faso. They focused on girl’s education, a day in the life of a girl - how a girl spends her time and working girls.
## Acronyms

<table>
<thead>
<tr>
<th>acronym</th>
<th>full form</th>
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<tbody>
<tr>
<td>ACERWC</td>
<td>African Committee of Experts on the Rights &amp; Welfare of the Child</td>
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<td>ACHPR</td>
<td>African Commission on Human &amp; People’s Rights</td>
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<td>ACRWC</td>
<td>African Charter on the Rights &amp; Welfare of the Child</td>
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<td>ARO</td>
<td>Asia Regional Office</td>
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<td>AU</td>
<td>African Union</td>
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<tr>
<td>BIAAG</td>
<td>Because I am a Girl campaign</td>
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<tr>
<td>CCCD</td>
<td>Child Centred Community Development</td>
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<tr>
<td>CEC</td>
<td>Count Every Child</td>
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<tr>
<td>CEDAW</td>
<td>Convention on the Elimination of all forms of Discrimination Against Women</td>
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<td>CO</td>
<td>Country Office</td>
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<tr>
<td>CSO</td>
<td>Civil Society Organisation</td>
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<td>GBV</td>
<td>Gender Based Violence</td>
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<td>HRC</td>
<td>Human Rights Council</td>
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<td>IH</td>
<td>Plan International Headquarters</td>
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<td>LO</td>
<td>Liaison Office</td>
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<td>LWF</td>
<td>Learn Without Fear campaign</td>
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<tr>
<td>NGO</td>
<td>Non-Governmental Organisation</td>
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<td>NO</td>
<td>National Organisation</td>
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<tr>
<td>OP</td>
<td>Optional Protocol</td>
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<tr>
<td>PAC</td>
<td>Policy, Advocacy &amp; Campaigns department</td>
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<tr>
<td>PU</td>
<td>Programme Unit</td>
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<tr>
<td>RESA</td>
<td>Regional Office of East and Southern Africa</td>
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<td>RO</td>
<td>Regional Office</td>
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<td>ROA</td>
<td>Regional Office of the Americas</td>
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<td>UBR</td>
<td>Universal Birth Registration</td>
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<td>UN</td>
<td>United Nations</td>
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<tr>
<td>(UN) CRC</td>
<td>(United Nations) Convention of the Rights of the Child</td>
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<td>UNGA</td>
<td>United Nations General Assembly</td>
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<td>UNHCR</td>
<td>UN High Commissioner for Refugees</td>
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<tr>
<td>UPR</td>
<td>Universal Periodic Review</td>
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<tr>
<td>WARO</td>
<td>West Africa Regional Office</td>
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Nigel Chapman, CEO, Plan International, discussing financing for quality and equitable education, during the opening session of the Sprint to 2015 Education Summit in Washington DC, April 2013, along with the Heads of the Global Partnership for Education, the Overseas Development Institute and the Director of Education at the World Bank.
Foreword

Extending influence: being relevant and distinctive in a changing world

It is with great pleasure we present here the Global Advocacy Strategic Framework, which sets out Plan’s global advocacy priorities for the period 2013-2015 and how the strength of each Plan office can come together to extend our influence and impact.

Significant opportunities exist for Plan to influence national, regional and international public policy agendas. Economic, political, social and environmental realities are changing in profound ways; many of these changes are impacting on the lives and rights of children and young people.

When we look at the world today, we can identify those issues that are shaping the global context in which we are working to realise, protect and strengthen children’s rights.

We see the continuing trend of globalisation and the challenges and benefits that come with the integration of markets and global trade.

We see the increasing wealth of developing countries, shifting power from countries in the so-called North and West to those in the South and East: we are moving from a G7 to a G20 world, raising issues of global governance and the future workings of multilateral cooperation.

We see climate change and resource scarcity looming large over development prospects and observe the growing importance of new demographic patterns as the world population steadily increases. As a key component of these demographic shifts, we see the largest youth population the world has ever seen - the so-called “youth bulge” - and with it, the challenge to policymakers to ensure the right policies and opportunities are put in place to avoid creating a lost generation, whose lives can never fulfill their potential.

For weak and strong States alike, this period will see these global issues force new partnerships and the increasing need for collaborative policy making. In many cases, we see the renaissance of civil society but also, worryingly, a shrinking space for association, free speech and movement in many countries. New communications technologies underpin these forces and have the potential to be used for good and ill.

These issues form the context and substance of the Post 2015 development discussions. We in Plan want to see a framework underpinned by human rights, which seeks to tackle head on the causes of inequalities, marginalisation and discrimination.

The Global Advocacy Strategic Framework will position Plan to influence policy makers at all levels on these issues and lay important foundations for increased collaboration and coordination. This will ensure that Plan, along with our partners and the children, youth and communities we work with, will be at the forefront of efforts to create a world in which all children and youth can realise their full potential in societies that respect people’s rights and dignity.

Nigel Chapman, Chief Executive Officer

Please go to the Policy, Advocacy and Campaigns Planet pages for further information and resources on the external context.
https://intranet.planapps.org/TeamResources/Programme/Pages/Advocacy.aspx
Advocacy became integrated into Plan’s work in 2003 with the adoption of a human rights-based approach, Child Centred Community Development (CCCD). This commitment to advocacy was further set out and strengthened in the 2010 Programme Guide. This focus on advocacy as a means to drive sustainable change reflects the greater emphasis placed upon policy, advocacy and campaigns work in recent years by the development sector as a whole.

Over the last ten years capacity, processes and initiatives have been developed across the whole organisation, meaning today we see Plan’s advocacy taking place at all levels, thanks to our PU, country, national, regional, liaison and IH offices. The strengths of our advocacy work lie in this local to global reach, as well as our rights-based CCCD approach (which gives a solid basis for analysis and action).

Among partners and duty bearers, Plan is seen as an organisation capable of driving change for and with children, youth and communities. Our global campaigns – Universal Birth Registration (now Count Every Child), Learn Without Fear, and Because I am a Girl – have helped, and continue to improve, policy and legislation, and have given Plan the reputation of an effective advocacy organisation.

However, our advocacy practice has developed organically, and now needs coherent planning and implementation to make it consistent and have greater impact. Clear leadership, strong skills and robust structures need to be put in place so that Plan’s advocacy can be strengthened, and our influence extended. An unifying definition of what advocacy is, and what it strives to achieve, is also needed to replace the varying understanding that currently exists within Plan. This Global Advocacy Strategic Framework has therefore been devised to bring together the diverse advocacy initiatives ongoing across regions and countries, to ensure that linkages are in place, and impact can be leveraged across the organisation. It should be viewed as an over-arching document that encompasses and covers other thematic or advocacy related strategies.
The Framework provides definitions of key advocacy terms, and sets out six Global Advocacy Goals and three Supporting Goals to provide focus for advocacy efforts across country, national, regional, liaison and IH offices. These are:

Global Advocacy Goals:
- Influence the global agenda by promoting and strengthening children and young people’s rights.
- Position Plan as the global thought and practice leader on the intersection of gender equality, education and protection.
- Strengthen national child protection systems.
- Promote increased employment for youth in countries where Plan works.
- Transform how the development & humanitarian sectors work together in order to protect the rights of children, particularly adolescent girls, before, during and after emergencies.
- Influence aid and development policy to support the realisation of child rights.

Supporting Goals:
- Increase coherence.
- Provide focus.
- Develop capacity.

An Advocacy Model of Change has also been developed to give a shared reference point, which it is hoped will strengthen the quality of advocacy planning and implementation across Plan.

The One Plan, One Goal strategy to 2015 sets out the need to strengthen Plan’s global advocacy, to ‘extend influence and thought leadership in order to bring about lasting change in many more millions of children’s lives’. This Global Advocacy Strategic Framework aims to position Plan as a leading child rights and development thought-leader and change agent with, and on behalf of, children and young people. By strengthening Plan’s global standing through a relevant and distinctive advocacy agenda, the organisation will be in a position to seize every opportunity to shift political and institutional opinion and resources towards realising child rights.

The achievement of the Framework’s goals should provide a strong foundation for the development of an even more ambitious Global Advocacy Strategy 2016-2020, which will align the organisation with the post 2015 development agenda.

Tjipke Bergsma, Deputy CEO of Plan International, discussing the challenge of youth unemployment at the 2012 European Development Days.
1.1 History of advocacy within plan

Advocacy, particularly as carried out by international development non-governmental organisations and United Nations agencies, is the practice of influencing the debates, processes and decisions that shape policies, the allocation of resources, the practices of institutions, and social behaviours and attitudes.

Advocacy became an important and integrated part of Plan’s work in 2003 when the organisation adopted a human rights-based approach, Child Centred Community Development (CCCD). Plan’s commitment to advocacy is further laid out in the Programme Guide, 2010. Incorporating advocacy into Plan’s work reflects the wider adoption of advocacy and campaigning over the last fifty years by the development and human rights sectors as key strategies to create sustainable change for those in poverty.

Plan’s advocacy is free from political or religious bias and, in line with the CCCD approach, is based on international human rights law and standards, primarily the United Nations Convention on the Rights of the Child (UN CRC) and its three optional protocols (OPs), the Universal Declaration of Human Rights, and the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW).

Many regional and national legal frameworks also underpin Plan’s advocacy.

Effective advocacy requires a robust evidence base, quality research, a detailed public policy and power analysis, well articulated policy change objectives brought together into an implementation plan that draws on the full range of public affairs, campaigning and communications techniques and tactics. A number of important skills are also fundamental to the practice of effective advocacy: communication, persuasion and negotiation. Plan’s approach to advocacy also places an emphasis on rights holders – children, youth and community – participating in the processes and decisions that affect their lives.
Since the adoption of CCCD, Plan has developed policy, advocacy and campaigns capacity, processes and initiatives across the organisation. This means that today, advocacy is taking place at all levels, from the programme unit (PU) where we work with moral duty bearers, children, youth, local authorities and communities; to working with primary duty bearers and key opinion formers at the national level; to influencing regional and international institutions and forums to advance and strengthen rights and development cooperation.

**Definition of the terms international and global**

By *Global* we mean the entire setting in which Plan and the international community operate: from the local communities to their county, provincial, and state counterparts, to national governments, to regional bodies, and finally, the *international* community - the level at which the UN and other organisations work.

### 1.2 Role of Plan offices in advocacy

A key strength of Plan’s advocacy is the local to global reach. Each Plan office plays a role in developing and implementing advocacy.

#### International Headquarters

The Policy, Advocacy and Campaigns department facilitates the development and implementation of advocacy across the global organisation. The work of the department includes:

- Providing analysis and issue prioritization at the global level (the global advocacy strategic framework).
- Delivering public policy positions to advance Plan’s advocacy and influence.
- Leading the development and implementation of the advocacy component of global campaigns and the integration of policy, advocacy and campaigning into global initiatives and work of the Global Partnerships Team, Communications and Programmes.
- Supporting and developing the role and work of the liaison offices.
- Strategic relationship oversight and management of key multilaterals and global advocacy partners.

- Supporting the external engagement of senior leadership (such as the global CEO at the UN General Assembly).
- Establishing operational standards, guidance and key processes to more effectively undertake advocacy.
- Developing Plan’s capacity to undertake advocacy. This includes working with Programmes to create advocacy CCCD operational standards; working with the Plan Academy to devise policy, advocacy and campaigns modules; developing technical support to regional offices and country offices to integrate advocacy in programmes and country strategic plans; and providing training to make use of human rights mechanisms.
Liaison offices

Plan liaison offices (LOs) provide representation of Plan’s advocacy agendas to key international and regional bodies, develop and maintain relations with key individuals, and influence processes and institutional positions and strategies.

Plan UN Liaison offices in Geneva and New York: The two Plan UN Offices work together to implement the UN Strategy, with each office and Head of Office carrying out parallel functions with the UN bodies and fora based in their respective city. They collaborate with all UN initiatives that are not geography specific, or that are split between the two locations (such as UNESCO in Paris and FAO in Rome). Their main advocacy objectives include:
- Supporting country offices (COs) to use human rights mechanisms to strengthen national advocacy.
- Supporting COs to follow up UN recommendations and policies at the country level.
- Supporting the development and implementation of global campaign and advocacy plans.
- Coordinating Plan’s presence and input at key UN events and processes, and developing key institutional relations.
- Facilitating the COs, Regional Offices (ROs) and National Organisations (NOs) engaging with UN agencies in their countries.

The Plan UN office in Geneva is Plan’s focal point for all Geneva-based UN activities and engagement, notably with the Office of the United Nations High Commissioner for Human Rights; the UN High Commissioner for Refugees (UNHCR); the CEDAW Committee; the CRC Committee; and all Human Rights Council (HRC) activities, including the Universal Periodic Review (UPR) process and Special Procedures.

The Plan UN office in New York engages with the UN agencies and bodies with headquarters in New York: the Executive Office of the Secretary-General; the UN General Assembly (UNGA); the UN Economic & Social Council; and Special Representatives of the Secretary-General.

Plan EU office: The Plan EU Office is a regional network of ten NOs that lobby European institutions on policy and funding issues, as well as facilitating EU funding for Plan. The office implements the Plan Europe strategy. Main advocacy objectives include:
- Representing Plan’s advocacy agenda to key EU bodies.
- Integrating child rights into EU policy and programmes, and ensuring adequate funding.
- Adding an EU analysis to Plan strategies and campaigns.
- Developing joint EU policy and advocacy messaging to increase the impact of national and EU level advocacy.
- Maintaining relations with key individuals and bodies, and participating in key processes to raise Plan’s profile through partnerships and coalitions with other non-governmental organisations (NGOs).

Pan African Liaison office: The Pan African Liaison Office represents Plan at the continental level, ensuring clear linkages between national, sub-regional and regional levels. This involves:
- Providing technical support to Plan CO and civil society partners’ “alternative reporting” to complement States party reports to treaty bodies and human/child rights mechanisms.
- Supporting the development and implementation of global campaign and advocacy plans.
## Regional offices

All four regional offices – West Africa Regional Office (WARO), Asia Regional Office (ARO), Region of East & Southern Africa (RESA), and Region of the Americas (ROA) play an important role in developing advocacy, including:

- Resourcing regional policy, advocacy and campaigning posts.
- Defining regional priorities and developing country-based and regional strategies.
- Facilitating regional level strategies for youth engagement.
- Integrating advocacy into programme practice.
- Supporting COs to report to regional human rights bodies.
- Strengthening relations and partnerships with regional groups, coalitions and multilateral offices.
- Identifying gaps in skills and capacity, organising trainings, producing materials.

## Country offices

COs ensure that all programmes include advocacy, in accordance with Plan’s CCCD approach, Programme Guide, and forthcoming CCCD Standards. In addition, they:

- Clearly identify advocacy objectives and plans in their Country Strategic Plan, which include national level duty bearers, regional and international targets/processes, and strategies for work with rights holders, and clear policy change objectives.
- Carry out research to establish an evidence base that supports effective advocacy.
- Inform, collaborate and influence government and public policies.
- Monitor government implementation of their commitments to children’s rights at local and national level.
- Build alliances and partnerships with CSOs to work on child rights monitoring and advocacy.
- Make use of, and influence, key international child rights and human rights mechanisms.

## National organisations

NOs are increasingly aligning their advocacy efforts to global advocacy priority issues, to ensure greater coordination, coherence and impact. The principle role of the NO is to:

- Advocate to their governments to ensure child and youth rights are in all its international, regional and development policies, strategies, positions and dialogues (to secure the government as a strong voice and supporter of the UN CRC and the role of civil society).
- Monitor their government’s integration of child rights into its development and humanitarian work, as well as its position on child rights at UN/EU level and in its dialogues with developing countries. NOs often collaborate with NGOs to influence international actions of government.
- Support the development and implementation of Plan’s global campaigns and advocacy agendas, and supporting links between international, regional and country level advocacy initiatives.
1.3 Strengths of Plan’s advocacy work

**Human rights based approach**
Plan’s rights-based CCCD approach, rooted in the UN CRC and other international and regional human rights treaties, is one “in which children, youth, families, and communities are active and leading participants in their own development. It enhances their capacity and opportunity to work together with others to address structural causes and consequences of child poverty at all levels.”

Built on a foundation of the CRC, CCCD ensures that rights holders are at the core of Plan’s work. In terms of advocacy, CCCD provides for a specific focus on States meeting their obligations under the CRC, and recognises that achieving meaningful change for children requires change across many settings (social, political, economic, cultural) and levels. A human rights based approach therefore provides Plan’s advocacy with a strong and unifying basis for analysis and action.

**From local to global**
Plan is one of the oldest and largest children’s rights and development organisations in the world. It works in over 50 countries in Africa, Asia, and the Americas, focusing on education, health, water and sanitation, protection, economic security, emergencies, child participation, and sexual health (including HIV). Plan’s network of country, national, regional, liaison and IH offices allows the organisation to move vertically from local community level through to national, regional and international levels, ensuring rights holders - including children, families and communities - have access to duty bearers. A core distinctive strength for Plan is the long term relationships it has with communities, local government and other actors at the PU level, and through effective representation and relationship building by IH, ROs, NOs and LOs key regional and international bodies and influencers from academia, the private sector, the media and CSOs at all levels.

**Constructive and pragmatic approach**
Plan’s scale, approach and ways of working have generated a positive perception by a wide range of partners and duty bearers that Plan is an organisation that can constructively bring about change for, with, or on behalf of children, youth and their communities.

**Stakeholder support for Plan to be forward thinking**
Research conducted for Plan’s global brand work with a range of external and internal stakeholders, including donors and supporters, has expressed their view that an organisation as Plan can to move towards a being a forward thinking, solutions-orientated organisation. Such an approach would support Plan to differentiate itself from its peer group of development and human rights based organisations.

**Advocacy and campaigns track record**
Plan has a strong tradition of working closely with communities to develop and implement effective and participatory programmes. These, in turn, have become the foundation for Plan’s campaigns, which are implemented in sector-wide ‘gap’ areas, and bring greater attention to the needs of countries and communities where Plan works. For example, the Universal Birth Registration (UBR) campaign 2005-2009 (now Count Every Child (CEC), helped register over 40 million people in 32 countries, as well as raising awareness of a child’s right. Plan has arguably become a leading global advocate for UBR, and has developed important global partnerships, for example, with UNHCR. Similarly, Plan’s Learn Without Fear (LWF) campaign, launched in 2008, brought attention to the violence – especially sexual violence, bullying, and corporal punishment – faced by school children. LWF operated in 27 countries, helping to create safe school environments, and to date has contributed to improving legislation and policies covering 485 million children. Both campaigns have now transitioned into Plan’s programmes and advocacy work. The current global Because I am a Girl campaign (BIAAG) is building on these successes and further developing Plan’s reputation for its authoritative and distinctive role as an advocacy and campaigns organisation. The global BIAAG launch on the first International Day of the Girl demonstrated the scope, scale and impact possible when Plan offices come together through integrated plans.
1.4 Issues that limit Plan’s advocacy impact

In spite of these strengths, a number of areas have been identified that limit the potential impact of Plan’s policy, advocacy and campaigns work. They are raised here in the hope strategies and plans can be put in place to specifically address these issues at the various levels of the organisation.

**Institutional culture**
Since the adaptation of CCCD, and with it advocacy, Plan has started to shift from a service delivery to a rights based organisation. At times, this has presented conflicting drivers. The Chapman Report\(^1\) was commissioned in 2008 in recognition of the lack of capacity and experience in carrying out advocacy across the global organisation. It identified a lack of skills and structures to effectively implement advocacy, as well as a need for clearer leadership to create the space and conditions for advocacy to develop. Since then, the Programme, Evaluation, Policy, Advocacy and Campaigns (PEPAC) conference held in Bangkok in December 2010 reasserted advocacy as a priority for Plan, and recognised the need for greater support in order to improve advocacy work, in terms of funding, capacity building of Plan staff and partners, and support for strategic developments and discourses\(^2\). The subsequent One Plan One Goal strategy recognises the importance of extending Plan’s influence, and calls for a strengthening of global advocacy. One Plan One Goal therefore, along with renewed efforts by IH to development policy, advocacy and campaigns across the global organisation, provide a significant opportunity to transform the institutional culture through developing advocacy infrastructure, collaboration and capacity.

**Multiple definitions and approaches to advocacy across the global organisation**
The Chapman Report also highlighted the need for a shared understanding of advocacy within the organisation. Currently, varying definitions of advocacy exist within Plan. To address this, the Framework lays out a single corporate definition of advocacy in section 2.1, along with a range of other key advocacy terms, and the Advocacy Model of Change in section 2.2.

Currently advocacy not mainstreamed through the organisation. Plan’s advocacy practice has developed in parts, and now needs to come together as a coherent whole. Strategic planning processes need to be developed which connect advocacy planning and implementation at all levels to ensure greater consistency and effectiveness. This would allow for better and more targeted actions to influence multilaterals, and ensure adequate resources and support are in place for key moments. Plan’s global campaigns have shown the effectiveness of multi-level approaches and implementation, and work can be done to further build on this. In addition, advocacy should be integrated across reporting, recruitment and performance management. The Framework therefore sets out three Supporting Goals that aim to develop and coordinate advocacy throughout the global organisation.

**The need for global priorities and public policy positions**
Working across a range of countries, contexts and issues, Plan has a wide ranging agenda that needs focus at the global level. There is a wealth of diverse advocacy initiatives ongoing across countries and regions, but a lack of a strategic framework to ensure appropriate linkages between local, national, regional and international efforts. Due to this, impacts remain limited, and are not leveraged by other parts of the organisation. This Framework therefore provides six Global Advocacy Goals that communicate a distinctive set of priorities for the global organisation that can provide focus areas to inform national and regional advocacy planning.

In addition, public policy position papers on priority issues are needed where Plan has taken learning from programming and turned it into solutions and robust recommendations. This would aid Plan’s thought leadership credentials and relevance to policy makers. Identifying and agreeing priority issues and public policy positions would together support an increase in coherence, collaboration and impact. The policy framework for the development, sign-off and dissemination of public policy positions will guide this process.
Towards a ‘One Plan’ approach to advocacy: Developing coherence, focus and capacity

2.1 Coherence: Definitions of key advocacy terms

The following terms build on previous definitions, and reflect advocacy efforts within country, national, regional and liaison offices.

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<thead>
<tr>
<th>Term</th>
<th>Definition</th>
<th>When used</th>
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<tr>
<td>Advocacy</td>
<td>Acting with, or on behalf of, children, youth and their communities, use information strategically to devise and implement systematic and targeted sets of actions to influence changes in policies, resource allocation, legislation, institutions and/or practices that will respect, protect and fulfil children’s rights.</td>
<td>To describe Plan’s strategic approach to influence that builds on programme experience and that is practised at national, regional and international levels.</td>
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<tr>
<td>Advocacy plan</td>
<td>A strategic forward looking plan of work designed to achieve changes in policy and practice, containing identified policy change objectives with issue/policy analysis, power analysis targets, a lobbying plan, any necessary media and popular mobilisation tactics, argument and evidence base, and key messages.</td>
<td>To describe the plan of work that has been prepared in order to achieve a specific set of changes.</td>
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<td>Term</td>
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<tr>
<td>Campaigning</td>
<td>“Campaign” and “campaigning” are generally used to describe advocacy initiatives that involve either public or supporter mobilisation, with the aim of putting pressure on a specific target/s and influencing their attitudes, opinions and behaviours.</td>
<td>To describe advocacy initiatives that involve either public or supporter mobilisation. Related terms: Advocacy campaigning.</td>
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<tr>
<td>Lobbying</td>
<td>The direct interactions Plan undertakes with decision-makers and influencers, in order to influence a decision or public policy agenda.</td>
<td>Informal description for advocacy meetings with key targets.</td>
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<td>Public Policy</td>
<td>A commitment and course of action by governments in response to a particular area (e.g. education, employment, healthcare), which is often set out in policy documents, and which is usually accompanied by a strategy or action plan and an indication of available resources. Practice established by government can also be considered public policy even when it is not formalised in a written document.</td>
<td>To refer to the policy of a particular government on a particular issue such as education, water or health.</td>
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<td>Policy analysis</td>
<td>The scrutiny of public policy and practice against the CRC and other human rights standards, and against Plan’s CCCD principles, in order to identify and understand gaps, contradictions, inadequacies, and implementation failures. The assessment of the wider context in which public policy exists: political, social, environmental and economic factors; the individuals and institutions who make and influence policy; local, national and international legal and policy frameworks affecting public policy.</td>
<td>To describe the process of scrutiny Plan undertakes to ensure public policy supports the realisation of child rights.</td>
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<tr>
<td>Public policy position</td>
<td>Statement outlining Plan’s position on a particular issue, including an analysis of the public policy actions that Plan believes should be taken by governments and other stakeholders.</td>
<td>To describe the internal document that outlines Plan’s position on a particular issue.</td>
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<tr>
<td>Term</td>
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<td><strong>Public policy briefing paper</strong></td>
<td>Plan’s contribution to external debates on public policy (at local, national, regional and international levels) which sets out Plan’s analysis, evidence base and public policy position, and makes policy recommendations to decision-makers and other stakeholders. Includes analysis of best available evidence and should be consistent with Plan’s programmatic experience and with the CRC and other human rights standards.</td>
<td>To describe the document that outlines Plan’s thinking on a particular issue.</td>
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<td><strong>Power analysis</strong></td>
<td>A process to understand the political, social and economic environment in which you are operating; how change can be made to happen within that context; the key individuals that you need to influence; and tailor-made strategies on how best to influence them.</td>
<td>To describe a tool Plan uses to help target the right actions to the right people at the right time in order to secure change.</td>
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<td><strong>Thought leadership</strong></td>
<td>The timely and effective projection of a coherent set of ideas, evidence and arguments into the policy-political-media context that prompts discussion and creates space for influence on rights as they relate to current, emerging or overlooked issues.</td>
<td>To describe Plan’s approach to influencing debates, and raising the profile of issues relating to rights.</td>
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<td><strong>UN Human Rights Treaty Bodies</strong></td>
<td>The UN human rights treaty bodies have been created in accordance with the provisions of the treaty they monitor. They are committees of independent experts that monitor States parties’ implementation of one specific treaty. Currently, there are nine human rights treaty bodies concerning subjects such as the rights of persons with disabilities, children, racial discrimination, enforced disappearances and women. Examples include the CRC Committee, which monitors the CRC.</td>
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<tr>
<td>Term</td>
<td>Definition</td>
<td>When used</td>
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| **Convention on the Rights of the Child** | The CRC was adopted by UNGA on 20 November 1989, and entered into force on 2 September 1990. The CRC contains 54 articles that detail the civil, cultural, economic, political, and social rights of children, and their realisation. It became the first legally binding human rights instrument to incorporate this full range of human rights. The CRC has been ratified by all UN Member States, except Somalia, South Sudan, and the United States. It is currently the most ratified international treaty, and the treaty with the most comprehensive coverage of the rights of the child. Additionally, the CRC has three OPs that further extend protection and increase participation of children in the realisation of their rights:  
   i.  The Sale of Children, Child Prostitution and Child Pornography;  
   ii. The Involvement of Children in armed conflict; and  
   iii. Communications Procedure. | To communicate that Plan’s work is rooted in the UN CRC, and takes a CCCD approach to its work.  
**Related terms:** The Committee on the Rights of the Child (see below). |
<p>| <strong>The Committee on the Rights of the Child</strong> | The CRC Committee monitors implementation of the CRC and its OPs. Based in Geneva, it consists of 18 independent experts who are elected to serve four-year terms. Member States are required to submit initial reports two years after ratification, and periodic reports on the status of implementation and upholding of child rights in their countries every five years. Periodic reporting for the CRC and its OPs can be combined and submitted jointly after the initial reporting. NGOs may submit alternative reports with additional information for consideration by the CRC Committee. |  |
| <strong>Non-Governmental Organisation</strong> | Any non-profit, voluntary citizens’ group which is organised on a local, national or international level. Task-oriented and driven by people with a common interest, NGOs perform a variety of service and humanitarian functions, bring citizen concerns to governments, advocate and monitor policies, and encourage political participation through provision of information. Some are organised around specific issues, such as children’s rights, human rights, or the environment. | To describe the type of organisation Plan International is understood to be by others. |</p>
<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
<th>When used</th>
<th>Related terms: civil society.</th>
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<tbody>
<tr>
<td><strong>Civil Society Organisation</strong></td>
<td>The wide array of non-governmental and not-for-profit organisations that have a presence in public life, expressing the interests and values of their members or others, based on ethical, cultural, political, scientific, religious or philanthropic considerations. CSOs therefore refer to many types of organisations: community groups, NGOs, labour unions, indigenous groups, charitable organisations, faith-based organisations, professional associations, and foundations.</td>
<td>To describe the context in which Plan is situated, and the variety of organisations with which Plan works.</td>
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</tr>
<tr>
<td><strong>Primary/ legal duty bearer</strong></td>
<td>The State is the primary legal duty bearer. The duty of the state extends to all its bodies, such as government, parliament, local and national authorities, the legal and educational system, police etc. As the primary duty bearer the state at all levels has the responsibility to: <em>Respect</em> people’s rights, and put adequate legislation in place; <em>Protect</em> its citizens from rights violations; <em>Fulfil</em> its obligations by taking deliberate actions to ensure rights are upheld and to help individuals realise them.</td>
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<tr>
<td><strong>Secondary/ moral duty bearer</strong></td>
<td>Moral duty bearers are non-State actors, individuals and institutions that have the power to affect other people’s lives, such as parents, caregivers, local leaders, communities, service providers, companies and CSOs.</td>
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<tr>
<td><strong>Rights holders</strong></td>
<td>All human beings are rights holders, meaning they are entitled to have their human rights protected, respected and fulfilled by duty bearers. All children are specific rights holders of the rights enshrined in the CRC.</td>
<td>One of the most fundamental dynamics of a human right is that every human being is a <em>rights holder</em> and that every human right has a corresponding <em>duty bearer</em>.</td>
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</tbody>
</table>
2.2 Coherence: Advocacy model of change

The Advocacy Model of Change has been developed to:

- Provide a shared reference point across the global organisation for how to undertake advocacy;
- Strengthen the quality of advocacy implementation across Plan.

By thinking more about the key activities and strategies that can be used in the planning and implementation of advocacy it is hoped the organisation can deepen its shared understanding of how to plan for, pursue and influence change, particularly at the national level.

The Model has been designed to work as a detailed segment of the programmatic CCCD Model of Change. It is not a specific implementation plan. Instead, it sets out the key activities, linkages, strategies and logical outcomes that can lead to significant, long term change. It is a map, which shows the journey from the starting point of Plan’s programmes, evidence base, and child situation analysis to the end point of improved legislation, public policy, resource allocation and institutional practices – and the impact these improvements bring to rights holders.

The Model is composed of three sections:

1. Plan’s programme, evidence base, and child rights situation analysis,
2. Advocacy planning and implementation,
3. Monitoring and review.

**Programme, evidence base and child rights situation analysis**

Building on Plan’s key, distinctive strength (i.e. our long term relationships with communities, local government and other actors at PU level) the Model uses Plan’s programme experience, evidence base (as well as drawing on other reliable and reputable sources) and child rights situation analysis to demonstrate how to develop and implement advocacy.

**Advocacy planning and implementation**

The Model proposes advocacy to be developed upon four foundations:

- A rights based situation and power analysis, and risk assessment.
- Robust evidence base.
- Results based policy change objectives.
- Strategies for child and youth/rights holders’ participation.

Each component is essential for effective advocacy planning and implementation, and each one closely influences the other. For example, only by following a rigorous rights based situation analysis can focused and detailed policy change objectives be established; only with detailed policy change objectives can effective strategies and tactics be identified to bring about the desired change.

Participation of children, youth, families and communities in this preparatory stage is crucial to ensuring a comprehensive understanding of the issues and change desired. However, this must be integrated into a thorough analysis of the national policy and political context in order to understand the evidence base, messaging and key decisions/processes that are most important to focus on.

The Model then provides five major strategies. These strategies are interconnected: one or more can be used in implementing an advocacy plan. It is likely, however, that once objectives have been set within the policy and political context, a lead strategy will become clear. The Model provides a brief narrative for each strategy, and identifies the key assumptions and factors that will help in the choice of this lead strategy. Communications colleagues should be invited to participate in this process early on, to pinpoint communication tools which will best achieve advocacy objectives. This should be built into the advocacy plan, with a timeline and requirements for key supporting materials (e.g. a research report or briefing paper).

**Monitoring and reviewing impact**

The advocacy plan should be reviewed and amended as activities progress and in light of any changes in the external context. Partners or duty bearers may provide feedback on goals and/or tactics, and how they are responding to the advocacy work. The entire process should be monitored and documented for learning and evidencing impact.
Towards 'One Plan' approach to advocacy: Advocacy model of change

**MONITORING AND REVIEWING IMPACT**
- Changes in social and/or physical conditions

**IMPROVED LEGISLATION, POLICY, RESOURCE ALLOCATION AND PRACTICES**
- Changes in policy and/or institutions

**STRENGTHENED BASE OF SUPPORT**
- Increased political and/or civil society support for desired change

**PLANNING AND IMPLEMENTATION**
- Implement advocacy plan, reviewing and amending in light of changes in the external context, feedback on goals and/or tactics; monitor and document process/learning/impact.

**FIVE MAJOR STRATEGIES**

1. **WORKING WITH DUTY-BEARERS**
   - **HOW**
     - Policy change is made by working directly with those with the power to make decisions or influence decision making.
   - **USEFUL WHEN**
     - One or more key allies are in place, when the focus is on incremental policy change.

2. **AGENDA SETTING**
   - **HOW**
     - Policy can be changed during a window of opportunity when advocates successfully connect two or more components of the policy process: the way a problem is defined, the solution or the political climate surrounding the issue.
   - **USEFUL WHEN**
     - Multiple policy streams can be addressed simultaneously (problem definition, policy solution), when internal capacity exists to create, identify and act on policy windows.

3. **STRATEGIC ALLIANCES**
   - **HOW**
     - Policy change happens through coordinated activity among a range of individuals and civil society organisations with the same core policy beliefs.
   - **USEFUL WHEN**
     - A strong group of allies with a common goal is in place or can be formed, when the issue is culturally and/or politically sensitive.

4. **ISSUE FRAMING**
   - **HOW**
     - Individuals’ policy preferences or willingness to accept them will vary depending on how options are framed or presented.
   - **USEFUL WHEN**
     - The issue needs to be redefined as part of a larger campaign or effort, when a key focus of the work is on increasing awareness, agreement on problem definition, or an issue’s salience.

5. **SYSTEM SHIFTS**
   - **HOW**
     - Significant changes in policy occur when the right conditions are in place (change of government, natural disaster/emergency, peace deal, severe economic shock).
   - **USEFUL WHEN**
     - Large-scale policy change is the primary goal, strong capacity for media-advocacy exists.

**CREATING AN ADVOCACY PLAN: REQUIRED ADVOCACY FOUNDATIONS**

1. Rights based situation and power analysis and risk assessment
2. Robust evidence base
3. Results based policy change objectives
4. Strategies for child and youth/rights holders participation

**PROGRAMME EXPERIENCE/EVIDENCE BASE**

Rights based situation analysis of root causes of poverty and issues facing children and youth: Country Strategic Plan: Child Centred Community Development (CCCD) & Humanitarian response

**GLOBAL CONTEXT**

The CRC and other international, regional and human rights treaties, countries, communities, families, youth, girls and boys
Six global advocacy goals set out Plan’s global advocacy priorities:

1. Influence the global agenda by **promoting and strengthening children and young people’s rights.**
2. Position Plan as the global thought and practice leader on the intersection of **gender equality, education and protection.**
3. Strengthen national **child protection systems.**
4. Promote increased **employment for youth** in countries where Plan works.
5. Transform how the development and humanitarian sectors work together in order to **protect the rights of children, particularly adolescent girls**, from all forms of disasters before, during and post emergencies.
6. Influence **aid and development policy** to support the realisation of child rights.

Goals 1, 3, 5 and 6 aim to deliver the **One Plan One Goal strategy** objectives under ‘extending influence’ of “**upholding rights** and using Plan’s experience and expertise as an authoritative, global voice - particularly in **education** and **protection** - to influence others to act”. Goal 2 aims to deliver the agreed initial focus of tackling exclusion, which is stated as being the **marginalisation and exclusion of girls** (BIAAG campaign). Goal 4 sets out the role of advocacy in delivering senior leaders’ agreement that youth **unemployment** is an emerging priority issue.
<table>
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<tr>
<th>Global advocacy goals</th>
<th>Objectives</th>
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<tbody>
<tr>
<td><strong>Goal 1</strong>&lt;br&gt;Influence the global agenda by promoting and strengthening children and young people’s rights</td>
<td>Contribute to the strengthening of international, regional and national laws and policies through engaging in the monitoring of human rights and child rights instruments:&lt;br&gt;• Promote the CRC and other human rights treaties, as well as Plan’s CCCD approach, through advocacy, campaigns and communications channels.&lt;br&gt;• Support and involve COs/NOs in the monitoring process of treaty bodies such as the CRC and CEDAW (ongoing).&lt;br&gt;• Mobilise Plan offices and governments to ratify the CRC, its OPs and CEDAW, and for withdrawal of reservations.&lt;br&gt;• Influence the CRC Committee and its interpretation of the CRC through inputs to General Comments, Day of General Discussions and other opportunities (ongoing).&lt;br&gt;• Engage in the processes and sessions of ACERWC, NGO Forum of the African Commission on Human &amp; Peoples’ Rights (ACHPR) and the CSO Forum ACRWC.&lt;br&gt;&lt;br&gt;Using child rights to influence the agenda and debate at the HRC and UNGA:&lt;br&gt;• Advocate for inclusion of child specific recommendations within UPRs, and relevant special procedures and resolutions at the HRC (ongoing).&lt;br&gt;• Support and involve COs/NOs in the monitoring process of the HRC UPR mechanism.&lt;br&gt;• Influence the HRC Annual Full Day on the Rights of the Child, and give inputs to relevant resolutions (October- March).&lt;br&gt;• Influence the Third Committee agenda of the UNGA item “promotion and protection of the rights of the child”, and influence relevant resolutions (September- December).&lt;br&gt;• Strengthen the follow up activities and procedures by advocating for implementation of international decisions and policies at the national level (such as concluding observations/recommendations of the CRC on State reports and UPR recommendations.)</td>
</tr>
<tr>
<td><strong>Goal 2</strong>&lt;br&gt;Position Plan as the global thought and practice leader on the intersection of gender equality, education and protection</td>
<td>• Ensure at least nine years of quality education for all girls by successfully delivering the six BIAAG campaign global advocacy goals: 1) world leaders prioritise girls’ education 2) girls’ completion of a quality secondary education becomes a major focus of international action 3) increase in funding for girls’ education 4) end child marriage 5) end gender-based violence (GBV) in and around schools 6) girls and boys participate in decision-making and inspire action in education.&lt;br&gt;• Deliver influential policy chapters, and launch advocacy plans for the three remaining BIAAG annual reports (including a landmark final event in 2015).&lt;br&gt;• Develop Plan’s leadership on global education policymaking and thinking.</td>
</tr>
<tr>
<td>Global advocacy goals</td>
<td>Objectives</td>
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| **Goal 3**  
Strengthen national child protection systems | • Support the global realisation of Article 7 of the CRC\textsuperscript{26} by implementing a global advocacy agenda (CEC) that builds the partnerships, resources and political will necessary for 15 countries to reach and register children, and extends Plan’s leading role on this issue\textsuperscript{27}.  
• Advocate for, and achieve implementation of, community based child protection mechanisms within the national child protection systems framework\textsuperscript{28}.  
• Strengthen Plan’s partnership with Fairtrade, and include strategic advocacy efforts for rights based guidelines and standard setting, in order to contribute to the elimination of child labour in line with States commitments and legal obligations. |
| **Goal 4**  
Promote increased employment for youth in countries where Plan works | • Develop policies, positions and advocacy messages on issues of youth unemployment.  
• Develop and implement a global advocacy plan with and for UN, EU and African Union (AU).  
• Integrate an advocacy agenda into the global coalition to promote Youth Employment (Plan, World Bank and Accenture).  
• Ensure meaningful youth engagement in youth employment advocacy efforts. |
| **Goal 5**  
Transform how the development & humanitarian sectors work together before, during and post emergencies particularly adolescent girls\textsuperscript{29} (emerging advocacy agenda of the BIAAG 2013 report) | Working with the BIAAG report advisory panel partners, initiate and lead a high-level dialogue with UN agencies, the humanitarian and development sectors, donors and States in order to:  
• Increase humanitarian funding to safeguard continuity of primary and secondary education, child protection and GBV and health services, particularly sexual and reproductive health rights, and psychosocial support in emergencies.  
• Systematise effective collection, monitoring and use of gender and age disaggregated data.  
• Implement targeted actions within key response actor/stakeholder organisations that enable gender and age appropriate responses.  
• Ensure all stakeholders are held accountable for the fulfilment of girls’ rights within humanitarian settings.  
• Ensure national resilience and adaptation planning specifically addresses the rights of children, particularly adolescent girls. |
| **Goal 6**  
Influence aid and development policy to support the realisation of child rights | • Undertake and maintain a power analysis to identify - and develop an outreach/lobby plan towards - the key governmental, UN system and civil society actors important to determining a post-2015 settlement.  
• Establish Post 2015 position papers on key thematic issues and develop an influencing plan to bring together mission, capital and key opinion leader advocacy efforts\textsuperscript{30}.  
• Plan EU and AU offices lead NOs and COs in concerted action to influence regional policies.  
• NOs influence the external policies of respective governments to be pro-child rights, including through engagement in the monitoring and reporting process under the CRC (Art.4)\textsuperscript{31}. |
3.2 Supporting goals and objectives

The Framework sets out three Supporting Goals that aim to mainstream advocacy through key internal planning, reporting and performance management systems, as well as coordinate advocacy implementation and increase capacity.

<table>
<thead>
<tr>
<th>Supporting Global advocacy goals</th>
<th>Objectives</th>
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</table>
| **Goal 1** Increase coherence    | • Internal dissemination of the Framework along with new supporting PAC Planet pages and multimedia content.  
• Working with programmes, draft and agree the advocacy, child rights and public policy content to CCCD standards and Academy training components.  
• Undertake an NO, RO and CO survey of current policy, advocacy and campaign work and support needs.  
• PAC to advance the development of a policy, advocacy and campaigns network and improve joint planning and coordination by convening NO policy, advocacy and campaigns colleagues, regional leads, and colleagues from country offices in NO and regional meetings.  
• PAC to host a session with all global advisors and key members of technical groups to develop coherence between different thematic groups - education, gender, protection, child rights and youth economic security.  
• Enhance the overall knowledge and understanding of child rights within Plan by carrying out trainings on child rights and human rights mechanisms for regional offices and CSOs (ongoing), working with the legal department to ensure that all members under the new Business Operating Model are committed to advocating for the ratification of the CRC (FY14) and Supporting (2) trainings of CSOs and Youth Organisations on Child Rights Monitoring in Central & Southern Africa Regions.  
• Develop and finalise public policy positions in priority areas of Plan’s advocacy & campaigns work (BIAAG, education, CEC, child protection, sexual & reproductive health, post-2015, Youth Economic Empowerment).  
• Develop and get agreement on Policy Framework.  
• Develop multilateral relationship management guidelines, ensure process signed off and implemented.  
• Implementation by PAC, programmes and communications of a joint commissioning process for all public facing policy-advocacy-research products, applicable across IH, LOs and ROs.  
• Draft, agree and implement a package of policies that support improved ways of working and advocacy effectiveness (see following section). |
## Supporting Global advocacy goals

<table>
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<tr>
<th>Goal 2</th>
<th>Provide focus</th>
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<tr>
<td>• Through a planning day, agree a combined advocacy terms of reference between Disaster Risk Management Unit and policy, advocacy and campaigns teams.</td>
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<tr>
<td>• Include PU and national level advocacy efforts in CO quarterly reports from September 2013.</td>
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<tr>
<td>• Implement a system of Terms of Reference for all advocacy work across the organisation that has global or regional targets, to ensure consistency of approach, relationship management, quality and sequencing.</td>
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<tr>
<td>• Implement a monthly e-bulletin from PAC to all policy, advocacy and campaigns focal leads, NO, CO and RO Directors to share political and policy updates, highlight outcomes of key events, and ensure links to Planet based briefing notes, public policy positions, reports and commentary pieces.</td>
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<th>Goal 3</th>
<th>Develop capacity</th>
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<tr>
<td>• An internal group to prepare a paper with costed recommendations on how to develop advocacy capacity of existing staff, and increase the number of advocacy staff overall (including review with PAC of all job profiles to check for advocacy responsibilities).</td>
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<tr>
<td>• Ensure corporate inductions are updated with outline of policy, advocacy and campaigns.</td>
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<tr>
<td>• Working with communications, identify and build a network of subject and development issue spokespeople within Plan.</td>
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<tr>
<td>• Establish a global network of those in Plan with advocacy responsibilities to integrate and develop Plan’s advocacy.</td>
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<tr>
<td>• Work with Country Directors to develop their understanding and role in representing Plan’s agenda and developing the advocacy capability of their CO.</td>
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<tr>
<td>• Establish advocacy terms of reference, and capacity and capability needs with India, Brazil and Indonesia in order to support outreach and influence towards the G20.</td>
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### 3.3 Supporting policies and guidelines

The following supporting policies and guidelines will be needed to successfully implement the Global Advocacy Framework:

- Sign-on and coalition participation policy.
- Child and youth participation guidelines.
- Sign-off process for public policy positions (Policy Framework).
- Plan’s position and engagement strategy for working with the private sector.
4 Implementation of the framework

- The PAC team will lead the implementation of the Framework. Adam Short, Head of Advocacy (IH) will be the focal point. Any substantial changes to the operating context that may affect the implementation of one or more of the strategic goals will be brought to the attention of the Director of PAC via a memo, setting out the changes in the external context and proposed solutions/realignments.

- NOs, COs, ROs, IH and LOs play a role in implementing the external and supporting goals. Indeed, many across the organisation are already working together on the global advocacy goals.

- Each external goal has a lead within PAC, who either has an advocacy plan in place or in developing one. The role of the Framework is to ensure that planning and implementation is robust and in place, and as much coordination as possible is achieved across Plan offices.

- It is understood that a large amount of cross team working and planning will be crucial to the successful implementation of this framework.

5 Advocacy monitoring and evaluation

PAC is in discussion with other IH teams and Plan offices regarding the monitoring and evaluation of advocacy to ensure it is comprehensively included within the work currently being developed to measure Plan’s impact. The monitoring and evaluation framework being implemented for the BIAAG campaign is the first comprehensive attempt at measuring advocacy impact. PAC is working with colleagues to learn the lessons from this monitoring and evaluation approach, and to ensure that tools are rolled out to other advocacy areas with appropriate resourcing if they prove helpful in assessing impact.
Endnotes

1 Taskforce: Amanda Sussman, Director of Policy at Plan Canada; Rebecca Spratt, Senior Advisor Policy & Learning at Plan Australia (no longer at Plan); Carin van der Hor, Country Director, Plan Philippines; Laure Abado, Child Rights Advisor, Plan Sweden (Representing Denmark, Finland, Norway and Sweden); Monica Darer, Regional Child Rights Programme Specialist, ROA (no longer at Plan); Karin Odquist, Child Rights Advisor, Plan Sweden; Chikezie Anyanwu, Pan African Programme Specialist, African Union Liaison, & Pan Africa Programme Office; Karen Schroh, Head of Plan EU Office (no longer at Plan).

2 One Goal, One Plan: Achieving a step-change in Plan’s impact on child poverty (Plan Strategy to 2015)

3 UNICEF, what is Advocacy? Online resource

4 Plan’s Programme Guide “promoting child rights to end child poverty” (2010)


7 See Regional Office for the America’s Regional political advocacy framework for the Rights of Children, Adolescents and Youth in the Americas and Developed from the Policy Analysis and Advocacy Training Manual: Effective Advocacy for Child Rights, Plan West Africa

8 See ANO’s Briefing Paper on Advocacy Campaigning Capabilities


12 Programme Effectiveness, Policy, Advocacy and Campaigns (PEPAC): Global Conference 2010, Bangkok November 30th-December 3rd 2010

13 In Plan International’s Global Advocacy Strategy from 2003, advocacy is defined as ‘a concerted course of action, using information strategically to change legal frameworks, policies or behaviours of decision makers to improve the lives of disadvantaged children’. However, recognising that this definition was not rights-based, the definition was refined by an international working group on advocacy, and expressed in the Proposal to Scale Up Advocacy in 2008: “a strategic process designed to influence those with power and/or responsibility in order to promote, protect and fulfil the rights of children by acting in collaboration with children and their communities to bring about social justice and protect the rights of children’. The Nordic Plan countries have developed a definition suitable for NO-level advocacy, and agreed upon the following definition: ‘Systematic and targeted set of actions to adopt or change legislation, institutions, policies or practices that will respect, protect and fulfill children’s rights’.

14 While bringing together the various definitions of advocacy existing currently within Plan, this expression of advocacy very much reflects the understanding and practise of the term by sector peers like Save the Children, Oxfam and UNICEF


“Power Politics” or Power Elites Theory, see work of C. Wright Mills, The Power Elite (New Edition, 2000), Oxford University


“Coalition” Theory or Advocacy Coalition Framework, see work of Paul Sabatier, Theories of the Policy Process (1999)

“Messaging and Frameworks” or Prospect Theory, see various work by Amos Tversky & Daniel Kahneman, and George Lakoff, Don’t Think of an Elephant: Know Your Values and Frame the Debate (1990)


Plan’s advocacy foundations are the required elements of an advocacy plan – for definitions see table of terms (section 2.1)

One Goal One Plan: Achieving a step-change in Plan’s impact on child poverty (Plan Strategy to 2015)

See the Global Because I am a Girl Advocacy Plan

Right to birth registration, name and identity - Article 7 and 8 CRC, Article 6 African Charter, 6A Resolution 65/197 (21 Dec 2010), HRC Res 16/12 (24 March 2011). Other treaties: UDHR, ICCPR and CRDD.

See Identity at Birth concept note, approved by POLT October 2012

See Key Components of the National Child Protection Systems Framework

Art 2 (non-discrimination) and 6 CRC (Right to life, survival and development)

See internal briefing: Aligning to and influencing the Post 2015 Development Agenda

State Parties shall undertake such measures (for implementation of CR) to the maximum extent of their available resources and, where needed, within the framework of international cooperation